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BUILDING THE LEADERSHIP PIPELINE IN GOVERNMENT

CPS Human Resource Services releases study that examines best practices to attract experienced talent to government positions

Sacramento, CA - CPS Human Resource Services today released a study that identifies and describes what public agencies at the local, state and federal levels are doing to build their leadership pipeline to ensure an adequate supply of experienced talent for the future. What are jurisdictions doing now to attract, retain and develop the next generation of leaders? And what impact are these efforts having on the leadership pipeline?

Building the Leadership Pipeline in Local State and Federal Government is the second in a series of research studies on leading issues in public-sector human resource management sponsored by CPS Human Resource Services and conducted by Dr. Mary B. Young, an independent researcher. The study is also sponsored by the International Public Management Association for Human Resources (IPMA-HR), in partnership with the International City/County Management Association (ICMA) and the National Association of State Personnel Executives (NASPE).

The research findings concluded that public-sector organizations need to ramp-up their efforts to prepare the next generation of leaders. "Not only will the need for replacements grow as baby boomers, who now hold most management positions, retire. During this same period, the demand for government services will also intensify as the overall population ages," said Young, a nationally recognized researcher who studies workplace issues in both the public and private sector.

More than 35 jurisdictions were interviewed resulting in 15 in-depth case studies representing all levels of the public sector. The city of Anaheim, California; New York State Office of General Services; and United States Government Accountability office are three of the case studies that appear in the report.

"The Leadership Pipeline study is another in a series of research projects we are sponsoring to

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help the public sector meet their critical human resources challenges,” said Jerry Greenwell, CEO for CPS Human Resource Services. “Providing this information will enable all levels of government to develop strategic plans to face the surge of baby boomers who will be retiring in the next five to ten years.”

The report’s case studies--three from federal government, six from state and six from local government -- describe innovative approaches to building the leadership pipeline; demonstrated impacts these programs are having; and the resources they require. The study identifies common patterns across all levels of government and practical implications for action. The information will help public agencies find proven and cost-effective strategies to ensure that the next generation of leaders is well prepared.

Across the 35 jurisdictions studied, the report found two approaches to building the leadership pipeline—the traditional Just-in-Time Approach and the Integrated Approach. These two approaches may be thought of as the opposite ends of a continuum, with most organizations’ practices falling somewhere in between.

The Just-in-Time (JIT) approach focuses on a small segment of the workforce, an elite cadre of high-ranking managers and their potential successors. While the JIT approach to developing leaders may have been adequate in the past, it cannot supply the anticipated demand for experienced leaders in the future.

The Integrated Approach marries efforts to manage the supply, caliber, and competencies of leaders with broader efforts to manage the organization’s overall workforce. It encompasses employees at many levels of the organization.

In an effort to help public agencies address the wave of baby boomers retiring over the next five to ten years, the research shows what some agencies are doing to address their future workforce. CPS Human Resource Services is making the study available to public and nonprofit agencies for free. To obtain a free copy of the study, visit www.cps.ca.gov and click on the leadership pipeline link.

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About CPS Human Resource Services

As a government agency, CPS is helping to improve human resources in the public and nonprofit sectors. CPS provides a full range of HR management and consulting, examination, certification, licensing, and executive search services to more than 1000 local, state, and federal government agencies, public utilities, associations, nonprofits, and other organizations throughout North America.

CPS Human Resource Services has more than 10 offices across the country. CPS is governed by a 10-member public agency board of directors: City of Anaheim; California State Personnel Board; East Bay Municipal Utilities District; Hayward, Unified School District; City of Las Vegas; City University of New York; Sacramento County; City/County of San Francisco; Sonoma County; and Wisconsin Office of State Employment Relations.

CPS Human Resource Services is the 2004 winner of the **Sacramento Workplace Excellence Leader Award**.

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About the Researcher

Dr. Mary Young's research focuses on the impact of demographic trends in the workplace, including, for the past three years, the human resource challenges posed by the aging workforce.

Young's research on human resource issues has been cited in the *New York Times*, the *Wall Street Journal*, *Financial Times*, *USA Today*, *Time*, *Business Week*, and NPR's *Morning Edition*. She conducts research for public- and private-sector organizations including CPS Human Resources Services (which sponsored the study you will hearing about today), The Conference Board, NRTA (a component of AARP), the Center for Organizational Research, and Northeastern University School of Nursing.